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MEMORANDUM FOR: Director, Office of Policy and Planning,  
Intelligence Community Staff

FROM: John F. Blake  
Acting Deputy Director of  
Central Intelligence

SUBJECT: Contribution to the DCI Annual Report ☐ 25X1

REFERENCE: Memo to ADDCI from D/OPP/ICS, dated  
12 October 1977, Subject: DCI  
Annual Report Input, DCI/IC 77-6360  
(Ex. Reg. 77-2571/2)

25X1 ☐ Attached please find a submission for the DCI's  
Annual Report prepared by the Center for the Study of  
Intelligence per your request in reference.

John F. Blake

Attachment

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Submission for Director's Annual Report from  
Center for the Study of Intelligence

25X1 ☐ Three years ago, the need was recognized for a small component within the Agency that would offer a place for officers to step away from line responsibilities for brief periods of reflection and study into major intelligence problems confronting the Agency and Community. The Center for the Study of Intelligence (CSI) was created to facilitate this and operates both a research and a discussion program geared to the processes and methodologies of the art of intelligence. Both programs contribute to the written record of that art.

25X1 ☐ A major effort of the discussion phase of CSI's work during the past year has centered on the question of how the Agency can maintain its creativity and innovation while simultaneously responding to escalating controls and inspections brought about by the application of new laws and ethical principles. An overwhelming majority of the more than 100 participants in intensive discussions of this subject expressed belief that the new controls and raised ethical standards were not inhibiting creativity and innovation in the Agency, and that they might be having the effect of stimulating imaginative and creative new approaches.

25X1 ☐ These participants did conclude, however, that there were inhibitions to creativity and innovation in the Agency, but that these stemmed from certain management practices and lack of communication which were by their nature more easily changed than any alteration of the legal controls and ethical standards applied to the Agency and the Intelligence Community. Increasing centralization of decisionmaking within the Agency was cited as a primary inhibitor of creativity and innovation.

25X1 ☐ The consensus of the groups which discussed the subject was that the ethical standards of Agency personnel were not deficient, although an increase would be desirable in the degree of ethical consciousness among its employees, and this could be brought about through broad discussion. There was general reluctance to move in the direction of a formal code of ethics (though such a code was more popular among younger and less-experienced Agency employees) on the grounds that it would tend to be too general to be meaningful or too specific to be workable and lasting.

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25X1 [ ] In the research side of its program, the CSI has used teams of officers to tackle some of the more vexing problems involved in the process of intelligence. One team worked on the problem of classification and compartmentation practices, producing two studies which provide detailed recommendations for changes in classification- and compartmentation-related procedures used both within the Agency and by members of the Intelligence Community. A review of the implementation of those recommendations has begun within the Agency and will be completed in light of the final text of the draft executive order on national security information and material--a draft which itself contains some of the ideas expressed in the team studies.

25X1 [ ] Another team of officers produced an assessment of the product and process of national estimates after thorough discussions with both consumers and contributing producers of estimates throughout the Intelligence Community and beyond. The study found that there had been improvements in the estimates process since the introduction of the National Intelligence Officer concept, but that the product was more uneven today than previously. It attempted to answer the questions of what estimates should do, for whom they should be written, and how they should be written. It discussed the relationship between the producer and the user as related to policy formation. The team recommended the establishment of a body of generalists to serve as an internal collegial review group on estimates, a small group of analysts to concentrate on drafting estimates, and a panel of outside consultants. The study concluded that estimates will have a highly useful role for the foreseeable future and will have to be produced on a wider variety of subjects for a larger audience.

25X1 [ ] A number of individual officers have worked at the CSI on single monographs on topics of current concern to the Community. One dealt with the future market for intelligence production, while others dealt with cooperation between elements of the Agency or of the Intelligence Community--such as communication between the DDO and DDS&T on human source collection and studying the feasibility of an integrated unit for Community production of national current intelligence.

25X1 [ ] The CSI not only looked to the Agency's future in its monograph on the station of the future, but it is looking outward too. It has been gradually assembling the component parts of a set of unclassified materials to form the basis for a university-level course in intelligence that can: serve as an overview of the process of intelligence;

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be used in the training of new officers throughout the Intelligence Community; and be made available, through the Government Printing Office, to educational institutions across the country desiring materials upon which to base courses in intelligence for their student bodies.

25X1 ☐ In the future, the CSI looks to the organization of "Community" study and research projects in which teams of officers drawn from the component units of the Intelligence Community can work on topics of common concern to several agencies. Important to the work of the CSI is an understanding that the recommendations and suggestions in its studies are the result of careful research by responsible officers designed to shed new light and new ideas upon the daily processes of the Intelligence Community or its components; they do not represent coordinated policy statements of CIA nor bind it (or the Community) to the suggestions and recommendations made. Line elements of the component parts of the Intelligence Community are free to adopt whatever they deem most useful from these studies.

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SUBJECT: Contribution to the DCI Annual Report

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ORIGINATOR:

  
Harry E. Fitzwater  
Director of Training

DATE:

31 OCT 1977

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